Gartner.

22 February 2016

Diane Taylor
General Service Administration
1800 F Street NW
Washington, DC 20405
Email: diane.taylor@gsa.gov

Re: A Gartner Research Proposal for the General Service Administration

Dear Ms. Taylor:

Gartner is pleased to provide the General Service Administration (GSA) with a proposal in response to RFQ No. ID14160080: Blanket Purchase Agreement for IT Research Services.

This Proposal contains an overview of all of Gartner's membership-based licenses available for purchase by GSA, as well as an overview of our benchmarking and analytics capabilities in Gartner Consulting. We fully comply with all requirements for Functional Area 1 and Functional Area 2, and deliver higher value than any of our competitors due to our depth and breadth of research and analysts, almost 20 years as a partner to GSA and fact-driven consulting services.

The period of performance for the proposed Gartner Research Services is 1 April 2016 to 31 March 2021. Gartner's Offer and any subsequent Award is in accordance with (and subject to) prices, terms and conditions of GSA Contract # GS-35F-5014H. This proposal is valid through 31 March 2016.

Please **(b) (6)** @gartner.com if you have any questions regarding this Proposal. Thank you for this opportunity.

We look forward to working with you and your staff to further your strategic and tactical initiatives in the coming years.

Sincerely,

(b) (6)

Senior Account Executive, Gartner

cc: **(b) (6)**, Area Manager, Gartner

A Proposal for the
General Service Administration

Blanket Purchase Agreement for IT Research Services

Technical Volume

22 February 2016

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1.0   Executive Summary

Gartner is pleased to submit a proposal to the General Service Administration (GSA) for a Blanket Purchase Agreement (BPA) for IT Research Services. Our proposal will demonstrate that Gartner meets and exceeds all of GSA's requirements in Functional Areas 1 and 2 and provides the best overall value through our industry-leading differentiators including our depth and breadth of research, peer networking resources and ability to deliver to each level of the organization to meet all GSA needs. Gartner provides the best value for GSA because:

- ██████████████ we have been a **partner to GSA**, supporting their mission-critical priorities and positioning us to continue supporting them in the future
- Gartner delivers the greatest **depth and breadth** of research and analysts, through our tiered membership structure with licenses that complement each other to create a unified solution
- We offer GSA customized support through our **objective benchmarking and analytics services** in Gartner Consulting
- We are unique in the industry because we deliver **private peer networking services** to enhance industry viewpoints
- We can act quickly to meet GSA's needs because we have the **lowest client-to-analyst ratio** in the industry

Partner to GSA

Gartner has been a trusted partner to GSA ████████████, delivering research and advisory services in support of the administrator's goals, including increasing efficiency of operations, enhancing asset management and generating customer savings. As a longtime partner, we understand GSA's unique needs within each Operating Division and offer targeted solutions to support these diverse organizations.

Our extensive federal government experience and dedicated resources to supporting the government mean that Gartner is always leveraging our analysts to understand what cutting edge technologies can be applied to support the government. Our ███████████████████ partner with the other ████████████████ to draw connections between industries and technologies. Because we support ████████████████ as well as ████████████████ ████████████, Gartner can draw critical connections that our competitors miss.

Depth and Breadth Delivered to Each Level of the Organization

Gartner offers GSA a tiered membership structure, which delivers value to each level of the organization and also creates unified solutions for each unique team within GSA. From Senior Executives to Managers to IT Professionals, Gartner delivers the targeted insight and actionable advice that each user needs in their particular role, grounded on a foundation of core business and IT research.

Fact-Based Consulting and Benchmarking

At Gartner we also understand that some projects require additional decision-making support. Our custom consulting and benchmarking engagements are powered by the world's most respected research content and insights, and leverage the largest proprietary benchmark database of unique IT performance metrics in the industry. By following the same strict methodologies, objectivity and independence as Gartner Research, we ensure that you can rely on Gartner Consulting as an experienced, trusted partner to deliver tangible results.

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Additional Gartner Value

Gartner will deliver value to GSA through our ▮▮▮▮▮▮▮▮ and ▮▮▮▮▮▮▮▮▮▮▮▮. ▮▮▮▮▮▮ increases the value of Gartner by giving users access to the collective knowledge and insight of over ▮▮▮▮▮▮▮▮▮▮▮▮▮ — including ▮▮▮▮▮▮▮▮▮▮ — to get immediate feedback and answers to questions, and ▮▮▮▮▮▮ offers ▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ will empower GSA to make insightful, confident ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ based on ▮▮▮▮▮▮▮▮▮▮▮▮▮.

Analyst Resources and Value

Gartner is a large organization, but we are efficient and agile because we have more resources than any of our competitors. With ▮▮▮▮▮▮▮▮ available, we have the ▮▮▮▮▮▮▮▮▮▮▮ ▮▮ in the industry, ▮▮▮▮ Our ▮▮▮▮▮▮▮▮▮▮▮▮▮ This is important for GSA because it means Gartner can meet analyst inquiry requests faster, putting you in touch with an expert sooner. And because Gartner's analysts have deep subject matter expertise, you are more likely to be matched with a true expert who can deliver relevant advice.

By continuing to work with Gartner, GSA will have access to flexible yet targeted resources to meet all of its most critical IT and business research and advisory needs.

2.0   Factor 1: Technical Capability

Through our available research memberships listed in Section 2.1, Gartner fulfills all of the requirements below. Our licensing structure is targeted and customized to ensure that every GSA user gets the information they need for their particular role or responsibility for the right price, and thus not all requirements are met in every license and some licenses exceed the requirements. For example, we offer Reference level licenses to support the needs of users who don't require access to Analyst inquiry. Through our focused, flexible licensing structure, Gartner is able to create solutions for GSA that meet the unique needs of each user and team.

Table 1.   Gartner complies with each of GSA's requirements for Functional Area 1: Firm Fixed Price Memberships/Licenses

GSA Requirement	Gartner Compliance
a. Analyst access to amplify, clarify and provide in-depth information on the research published or performed specifically for the Government	**Complies.** GSA's Advisor level users, including our Executive Programs Members, will have unlimited access to over ▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮ to clarify and contextualize Gartner research through Analyst inquiry services. We have a team of dedicated Government analysts who are focused on research specifically on the most critical topics for our government clients.
b. Unlimited access to all IT-focused written Technology Research	**Complies.** Gartner delivers access to our online database of over ▮▮▮▮▮ original written research documents, including ▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮ each year. We are the world's foremost IT research and advisory firm, and

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GSA Requirement	Gartner Compliance
	publish a greater depth and breadth of IT research documents than any of our competitors
c. Unlimited Web-based access to IT-focused research documents via the Contractor's subscription services covering the entire realm of IT from hardware to software, from strategic planning to human capital management including reports on technology manufacturers and service provider's abilities to deliver specific technology, product testing and product evaluations.	**Complies.** Gartner delivers research covering an unparalleled ███████████████████ and ██████, written by our subject matter expert analysts. Our research topics include hardware, software, human capital management, vendor evaluations, Magic Quadrants, Hype Cycles, Market Forecasts, Market Share Analyses and more. Gartner offers GSA a greater depth and breadth of research and resources than any of our competitors — this will allow GSA to gain additional perspectives and less risk of not covering a critical topic.
d. Unlimited access to IT Research Reports and Analysts, Document reviews and written guidance	**Complies.** Users will have unlimited access to Gartner's online research database of IT and business research reports. Users with Advisor level memberships will have additional unlimited access to Analyst inquiry, reviews of documents up to 20 pages and written guidance from Analysts.
e. White papers	**Complies.** Gartner does not publish vendor-sponsored or initiated research documents, which are sometimes referred to as "white papers," in order to protect our independence and objectivity. We do publish objective research of varying lengths, including custom consulting deliverables, to supplement our online research database.
f. Professional development	**Complies.** GSA will have access to professional development opportunities through Gartner Events, webinars, local briefings and networking events. Only Gartner delivers complementary local briefings in the D.C. metro area, which provide an excellent opportunity to learn from dynamic, world class subject matter experts in a cost-effective way.
g. Customized Web Portal	**Complies.** Gartner Tracks creates a unique, fully customized experience for each user, highlighting the research, tools, analysts, peers, videos and webinars that align with their current initiatives and trends.

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GSA Requirement	Gartner Compliance
h. Client Driven Research	**Complies.** The Gartner business model engages all our constituents in the agenda-setting process, through search and viewing analytics, focus group and survey results, and user councils and advisory boards. We also ensure that our senior experts provide input to drive the most effective research agenda.
i. Research Inquiry	**Complies.** Users can request for the Gartner Account Team to lead them to specific resources, and can also use Gartner Tracks and the My Gartner portal to find research that meets their needs on demand.
j. Analyst Inquiry	**Complies.** GSA users with Advisor level memberships will have access to unlimited inquiry with Gartner Analysts. We have the ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ in the industry ▮▮▮ which means that GSA will be able to quickly schedule inquiries with our ▮▮▮ ▮▮▮. Our industry-leading analysts bring deep subject matter expertise — as opposed to our competitor's analysts, who are generalists — and many Gartner analysts are former IT leaders or CIOs.
k. IT Document Review	**Complies.** Along with our analyst inquiry services, Gartner provides unlimited document reviews to members with Advisor level memberships. Our Analysts perform over ▮▮▮▮▮▮▮▮▮▮▮▮ and ▮▮▮▮▮▮▮ ▮▮▮ per year and find hard dollar savings in ▮▮ of the contracts we review.
l. Unlimited access to a research tool on a continuous basis via the Internet using a standard Web browser.	**Complies.** Gartner delivers unlimited access to our commercially available online research database, which can be accessed by Gartner users at any time through a standard Web browser. Access is available additionally through our Gartner for iPad® app to allow maximum flexibility.
m. Provide the necessary personnel, facilities, equipment, materials, and services to make the research tool available to GSA users.	**Complies.** A Gartner membership includes an assigned Account Management Team, dedicated to supporting the needs of GSA users. More detail on this team can be found in Section 3.3.

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GSA Requirement	Gartner Compliance
n. Provide access to all the latest documents which may be added to the contractor's database subscription during the term of this contract at no additional cost to the Government.	**Complies.** GSA will have access to all the latest Gartner research documents on our online database as they are added. We publish ▮▮▮▮▮▮▮▮▮▮▮▮▮ each year to deliver the most current information to our users.
o. Unlimited printing and downloading of retrieved documents at no additional charge, including all available PDF formats, subject to copyright and licensing restrictions in the schedule contract.	**Complies.** GSA users may download and print Gartner research documents for their personal use within the restrictions listed in our schedule contract.
p. Be available to all authorized users 24-hours-a-day, 7-days-a-week, and 365-days-a-year. "Available" is defined as the system allowing any authorized user to log onto the Contractor's system, search any database file(s), and retrieve and download the requested information.	**Complies.** Gartner's on-demand online research database is available 24 hours a day, 7 days a week and 365 days a year to all authorized users. We ensure that our database is continually reliable, and maintain a 99.5% availability monthly service level.
q. Customer support and technical assistance on the research tool which includes but not limited to, answer questions concerning research strategies, database fields, software usage, and other types of questions related to the use of the research tool and the content of the databases.	**Complies.** The Gartner Interactive Client Support Team is available toll-free 24 hours a day, Monday to Friday to support GSA's technical needs. GSA's assigned Account Management team is also available to answer questions, provide customer support and be a resource to all users.
r. Assistance to users located within the United States. Customer Support shall be provided by toll-free call within the United States, including Hawaii and Alaska. Calls received outside of the caller's normal business hours, typically 8:00 am — 5:00 pm local time, will be returned by the next business day.	**Complies.** The Gartner Interactive Client Support Team is available toll-free 24 hours a day, Monday to Friday to support GSA's technical needs. To ensure high responsiveness, Gartner's service level is to acknowledge all requests within a business day and hold urgent analyst inquiries in no more than two days.
Section 508 Compliance	To support the work practices and needs of clients with disabilities, gartner.com publishes a website that complies with Section 508 of the U.S. Rehabilitation Act of 1973. Available worldwide, this site delivers Gartner research to clients who use assistive technologies. The Section 508-compliant site is available to anyone subscribed to Gartner Core Research.
Information Content Deliverable (EIT and VPAT Requirements)	In order to meet page limitation requirements, Gartner has provided a copy of our Voluntary

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GSA Requirement	Gartner Compliance
	Product Accessibility Template (VPAT) in the pricing volume.

2.1 Comprehensive List of Available Memberships (Functional Area 1)

Gartner offers targeted tiered membership options for every level of GSA's organization, to deliver the specific services and information required for each role. Our products are complementary and flexible, providing the ideal set of solutions for GSA. We offer licenses for both individual subscriptions and team solutions.

Figure 1. Gartner delivers the right level of access to each level of GSA through our tiered membership structure

	Gartner Offering	Focus	Value Proposition
Senior Executive	Executive Programs Leadership Team & Gartner for IT Executives	Strategy	Equips IT executives with the role-specific tools and knowledge they need to deliver exceptional business results for their organizations
Senior IT Leaders	Gartner for Enterprise IT Leaders; Gartner for IT Leaders; Gartner for Enterprise Supply Chain Leaders; Gartner for Supply Chain Leaders	Planning	Provides senior IT managers with just-in-time, role-specific insight from Gartner analysts and peers to drive outstanding results with their critical initiatives and IT purchases
IT Leader's Extended Team	All Leadership Team Members; Core Connect; Core Research	Management	Provides IT managers and their extended team with the Gartner resources they need to maximize the value they deliver
Technical Professionals	Gartner for Technical Professionals; Technology Planner; Burton Classic IT1	Execution	Provides in-depth technical research and guidance to help technologists advance the initiatives/projects that support execution of the IT strategy

Gartner Executive Programs is targeted toward CIOs and senior executives to provide strategic insight for the organization to execute against its mission effectively and efficiently. Gartner also offers Executive Programs Leadership Team to extend the benefits of Gartner insight to the Senior Executive's team while driving collaboration and consistency. Leadership Teams can be made up of ████████████████████████████████ The flexibility allows the most effective team for GSA's needs. Users also have unlimited Analyst inquiry, which can be used for contract or document reviews. The Gartner Executive Programs family of products includes:

- Executive Programs Leadership Team: Leader, Partner, Delegate, Advisor, Cross Function and Role
- Gartner for Executive Programs: Member and Member Basic
- Gartner for IT Executives: CIO Signature, CIO and CIO Essentials
- Some Add-ons are also available for purchase

Gartner for Enterprise IT Leaders is targeted toward senior IT leaders and provides subject matter expertise through research, analyst inquiry and the alignment of a leadership partner — a

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peer with subject matter expertise in the role of the license holder (i.e., Security and Risk Management, Sourcing and Vendor Management, Enterprise Architecture, Infrastructure and Operations, or Applications). Inquiries may be used for contract or document reviews. The product family includes:

- Gartner for Enterprise IT Leadership Team: Leader, Advisor, Cross Function, Role and Essentials
- Gartner for Enterprise IT Leaders Individual Access

Gartner for Enterprise Supply Chain Leaders is targeted toward supply chain executives, and adds Gartner's supply chain research, tools and case studies onto a base of Gartner IT research. Members receive one-on-one coaching with a dedicated leadership partner, as well as access to an exclusive networking community of experienced supply chain executives. Users have unlimited analyst access for inquiry, as well as contract or document reviews. The product family includes:

- Gartner for Enterprise Supply Chain Leadership Team: Leader, Advisor, Cross Function, Role and Essentials
- Gartner for Enterprise Supply Chain Leaders Individual Access

Gartner for IT Leaders is targeted toward IT managers and provides unlimited access role-based research and the opportunity to connect with ███████████ through ███████████ A Client Partner is aligned as a service delivery partner to ensure that each user receives maximum value through research selections. Inquiries may also be used for contract or document reviews that lead to hard-dollar and time savings. Gartner for IT Leadership Team can be customized with ████████████████████████████████████ to maximize value. The product family includes:

- Gartner for IT Leadership Team: Leader, Advisor, Cross Function, Role and Essentials
- Gartner for IT Leaders: Individual Access Advisor and Reference

Gartner for Supply Chain Leaders provides actionable, expert insights that enable supply chain professionals to lead their teams effectively, address their most challenging issues and achieve supply chain excellence by delivering access to the entire Gartner library of supply chain research, tools and case studies. Gartner for Supply Chain Leaders includes Enterprise applications research (SCM, ERP, BI, CRM), peer networking resources and a ticket to our Supply Chain Executive conference. The membership is available as a Leadership Team, Advisor and Reference. The product family includes:

- Gartner for Supply Chain Leadership Team: Leader, Advisor, Cross Function, Role and Essentials
- Gartner for Supply Chain Leaders: Individual Access Advisor and Reference

Gartner for Technical Professionals delivers detailed research for technical practitioners such as software engineers, computer programmers and network architects. Gartner for Technical Professionals is licensed a department structure with access for ████████████████ This subscription provides access to different research from the other services. Gartner also provides time-saving Reference Architecture to customize and build the right architecture for the IT organization. Inquiries may be used for review of technical documents such as architecture designs. The product family includes:

- Gartner for Technical Professionals: Advisor and Reference

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Burton Classic IT1 Research is a legacy product for technical professionals available through renewal only. Users have access to the same deep technical research as Gartner for Technical Professionals, but with e███████████████████████████████ and an on-site meeting with a Gartner analyst.

Gartner Technology Planner is an interactive Web service for improving infrastructure analysis and planning, offered through ████████████████ with ██████████████████ Only Gartner Technology Planner helps infrastructure architects, engineers and capacity planners make smarter, faster infrastructure decisions through access to a comprehensive database including ███ The product family includes:

- Gartner Technology Planner
- Gartner Technology Planner Essentials

Gartner for IT News and Insight provides users with access to hand-picked reports each week focusing on companies, products, markets, decision frameworks and case studies; access to Gartner First Takes research that addresses relevant issues in a brief analysis; and frequently updated relevant Market News for insight on breaking news in IT.

Core Connect Research delivers unlimited access to Magic Quadrants, Vendor Ratings, Hype Cycles and other foundational research on more than ██████████ to help IT and business technology decision makers get the information that they need. Core Connect provides access to Gartner Peer Connect, our online peer networking community. It is available in Advisor and Reference.

Gartner for Marketing Leaders is targeted at digital marketing professionals, and delivers the objective research, data, tools and expert advice that they need to succeed in eight digital marketing areas: customer experience, digital commerce, marketing management, multichannel marketing, data-driven marketing, emerging marketing technology and trends, mobile marketing and social marketing. Gartner for Marketing Leaders is available as an Open Market item.

Gartner for Business Leaders delivers targeted insight to technology providers and market research professionals to better understand the needs of their customers, track how vendors are performing and predict future IT spend. This product focuses on information on customers, markets, competitors, technologies and strategies by delivering Gartner Analytics, Market Analysis and Market Statistics, with our Core Research at the base. Gartner for Business Leaders is available in several forms, including Product Management & Marketing, Product Management & Marketing Segment and Analyst Relations. Gartner for Business Leaders is available as an Open Market item.

Industry Advisory Services deliver additional insight through industry-specific resources in six areas. Gartner has teams of analysts dedicated to providing research contextualized for clients in each industry. These analysts address technologies, processes and challenges unique to industry clients. Industry Advisory Services may be sold individually or through team solutions, and is available as an Open Market item.

Global CIO Research Board is targeted at CIOs of very large end user organizations, and provides them with an exclusive international executive community. CIO Research Board delivers the highly tailored services that high level CIOs need to succeed on their mission-critical

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priorities through access to true peer and commissioned research. Global CIO Research Board is available as an Open Market item.

2.1.1   Additional Gartner Differentiators

Peer Networking sets Gartner apart from our competitors through our many different ways for peers to collaborate, including Gartner Events, various Peer Forums, local briefings and roundtables, one-on-one facilitated conversations and peer group teleconferences. Peer networking is critical for IT leaders to share best practices, learn about what other similar organizations are doing and avoid possible pitfalls. **Only Gartner, through Peer Connect**, **offers a** ████████████████████████████████ **The GSA team will be able to independently search for and connect with peers in both the My Gartner portal and via our Events Navigator solution as part of event participation.**

Gartner Peer Connect is a global network of Gartner clients connecting with each other for decision support on their mission-critical priorities, objective vendor advice and emerging challenges. Peer Connect offers trusted advice and practical insights through a self-service private network. Over ████████████████ participate on Peer Connect, ████████████ ██████████████████ **free from any IT vendor or marketer participation**. This means that the advice you receive through our community is real life best practices and lessons learned versus marketing hype from vendors. Within Peer Connect, the Community Knowledge Base offers peer-created articles and member-submitted templates are available for our clients. Gartner provides oversight and additional research recommendations, but the templates are real-life examples from other Gartner clients to help GSA shorten its cycle in development.

You can search and select people to schedule a private one-on-one discussion, and Gartner will facilitate the connection. Forums provide the opportunity for users to ask questions and start discussions, and ████████████████████████████████ Members can also interact with leading analysts on Expert days and follow conversations to see what topics are trending. **Gartner is the only research advisory vendor that has** ██████████████████ ████████████████████████████████████

Launched in 2015, the new ██████████████████ solution empowers users to make insightful, confident software and service evaluation, purchase and implementation decisions based on ██████████████████████████████ Gartner Peer Insights ████████████████████ ████████████████████████████████████ to help peers make more insightful product choices and purchase decisions. ████████found on Gartner Peer Insights come ████████████████ and Gartner does not allow outside IT vendors or marketers to participate. ████████are verified through a multi-step process, which allows Gartner to preserve the integrity of this information source, while continuing to present unique and valuable opinions. In addition, Gartner keeps the Insights recent by only including reviews of IT solutions used within the past three years and archiving Insights two years after submission and approval. Together, Gartner Research and Gartner Peer Insights offer GSA a full spectrum perspective on markets, vendors, products and services.

Gartner IT Key Metrics Data can help GSA benchmark and plan budgets without the in-depth support of a full consulting engagement. Gartner is the world leader in IT benchmarking solutions with the largest database of benchmarks. We have observations from more than ████ ██████████████████████████████, including ████████████████████████

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█████████████████████████████ and ████████████ The size of our database is critical because benchmarking against narrow or small datasets will not give GSA the accuracy it needs to inform decision-making and could introduce unnecessary risk. Only Gartner delivers the most trusted benchmarking resources.

Gartner Analysts are the most experienced in the industry, and are available for unlimited discussions, meetings and document reviews. Our analysts have decades of experience, including hands-on roles in the federal government. Many are former CIOs or IT Managers, with 60% having more than 20 years of industry experience and 50% holding postgraduate degrees. Our ██ ███████████████████████████ have an average of █████████████ in the public sector.

Gartner's ██████████ are industry-unique because they are subject matter experts. While our competitors have less-experienced analysts who cover many subject areas briefly, Gartner pairs our clients with true experts with deep subject matter knowledge. This means that with Gartner, you have the best chance of getting the right answer the first time. Because we have ██████████ ████████████████████████ and the ████████████████████ we are able to get you matched with an analyst faster than anyone else.

In addition to general inquiries, Gartner analysts also review of documents of 20 pages or fewer. Our analysts provide ███████████████████████ and ████████████████████ Gartner clients gain analyst insight on these documents through a 30-minute review session that results in real value — we find ██████████████████████████████████ and many reviews lead to multimillion-dollar savings.

2.2   Depth and Breadth (Functional Area 2)

Gartner Consulting enhances our Research capabilities by providing GSA with on-site support, helping to operationalize research insights and realize benefits. We will do this by offering consulting services that are closely aligned with our research key initiatives. Gartner Consulting will deliver:

Innovative thinking — Emerging and disruptive technologies such as cloud, social and mobile computing, as well as the rise of big data, are transforming the way the Federal government and GSA do business. Gartner Consulting will deliver fact-based insight and decision support through targeted subject-matter expertise on emerging technologies. We will help GSA harness the power of disruptive technologies; create innovative, IT-led business models ahead of their rivals; minimize their risk; and maximize their return on investment. We will leverage unique sources of information (including industry-leading Gartner research) and best practices from our ██████ Consulting engagements a year — information that can make the difference between the success and failure GSA's key initiatives. **Our recommendations for innovation are designed to create breakthrough opportunities that will enable GSA to achieve its mission-critical priorities.**

Deep expertise and unparalleled data — Gartner will create customized solutions for GSA's unique problems delivered on-site from our pool of over ██████████████████ and ███████ █████████████████ with specific technical and industry enterprise and have an average of ███ ███████████████████ Our expertise in IT optimization and continuous improvement is enhanced with data from the industry's largest IT performance ████████████████████ ████████████████

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Tangible results — Gartner is focused on delivering quantifiable results to GSA. For example, our benchmark clients ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ for the same workload. As the largest and most prominent IT benchmarking firm, Gartner has the largest database collecting, on average, ▮▮▮▮▮▮▮▮▮▮▮ from ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮ This is critical in making Gartner more likely to find relevant peers and drive valuable analysis and measurable outcomes.

Gartner Consulting will provide fact-based services to address GSA's specific IT business challenges and manage IT to improve business performance. We will bring together research insight, benchmark data, problem-solving methodologies and hands-on experience to improve return on GSA IT investments and achieve with the following objectives:

Enable GSA to run IT more efficiently and effectively — Gartner experience and data shows that the difference between average and best-in-class performance can be as much as ▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮ Gartner will apply our proven cost reduction methodologies as well as our unique IT performance metrics database — the largest in the industry — to help optimize GSA's IT organization performance and ensure delivery of cost-effective and efficient IT services, and to make informed decisions on IT management, technology investments, technology enhancements, and IT security issues We will also provide on-site support that not only allows for direct Gartner oversight of GSA projects as required but also knowledge transfer to staff so best practices can be applied moving forward.

Mitigate security threats to the GSA enterprises — Gartner Consulting uses its research based Reference Architecture, Information Security Assessment Model, and IT Security Benchmark to help GSA benefit from robust security while also maintaining agility, flexibility and mobility. We can help GSA manage the threat of increasingly sophisticated hackers, identify vulnerabilities, secure their programs, and help select the right technologies and vendors, ultimately mitigating threats to GSA and GSA customer data, applications and infrastructure. We can also help GSA manage diverse mandates and shifting regulatory requirements to reduce the cost and complexity of IT compliance.

Ensure the success of key GSA IT initiatives — Gartner research shows that more than half of all IT projects fail to deliver on promises, so Gartner Consulting has built proven frameworks and tools to help our clients ensure success. We partner with GSA to ensure that IT investment decisions are grounded in both short- and long-term business objectives and the organization's readiness to execute. We will help GSA realize business benefits by proactively identifying and mitigating risks — ultimately contributing to the success of their key initiatives.

What differentiates Gartner Consulting and provides a unique value to GSA is the objectivity and validity of our findings, recommendations, and support, which yields trustworthy and defensible results:

We are objective and independent — Only Gartner can bring the benefit of strict independence and defensible support from our Research through to our Consulting. Therefore, Gartner Consulting's independence, objectivity and firsthand experience with managing mission-critical projects, within and beyond the Public Sector, provides a unique value to GSA. Gartner does not provide products or act as a system integrator. Instead, we utilize experienced practitioners to help GSA make confident and fact-based decisions. Gartner's independence ensures that our analysis and advice are only focused on making GSA successful

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Experienced, On-site Extension of Gartner Research — Gartner has extensive public sector consulting experience including national, federal, state, regional and local government agencies. Our experience encompasses a wide range of government programs, including revenue and taxation, health and human services, public safety, justice, transportation, pensions and retirement, environmental and defense. Unlike any other IT research firms, Gartner has large dedicated consulting organization of over ▮▮▮▮▮▮▮▮▮▮▮▮▮ This scale is critically important to support a wide range of requirements, geographic locations, and project sizes. Gartner has a dedicated Federal government consulting team. Gartner Consulting applies frameworks, methodologies, approaches and supporting data based on the latest market data, concepts and best practices developed by Gartner Research. This alignment will enable GSA to benefit from synergies between the two areas of support in a way that would not be possible with other consultancies. Gartner Consulting uses proprietary Gartner Research toolkits, ensures delivery against the latest Gartner Research-identified trends, and pulls in the expertise of senior Gartner analysts as needed during our clients' Consulting engagements. No other Consulting firm can bring that extension of Gartner Research to life through on-site support.

Integration of Research, Consulting and benchmarking services — The role of Gartner consulting is to assist GSA in the application of research and research-based advisory services. Gartner consultants collaborate with Gartner Research and participate in research communities and are the most expert practitioners available for applying Gartner research in a project-based service. Gartner research and consulting organizations are inextricably linked via shared frameworks, knowledge, toolkits, data, and processes. Furthermore, our research analysts support consulting engagements as subject matter experts, and our consultants participate in research development communities. Gartner Research and Consulting will provide a seamless integration that provides efficient delivery of its services, reduces costs and risks to its client, and ensures the accuracy and integrity of our advice and deliverables.

Mature quality assurance and benefits realization processes — On each Gartner project, we ensure quality of service through a rigorous, independent top-down quality assurance (QA) and technical review process. We identify subject-matter experts and research analysts who will not be involved in the day-to-day operations of the project. At the start of the project, they meet internally with the Gartner project team to ensure that all team members are prepared with the tools, knowledge and approaches consistent with Gartner best practices. Throughout the project, they conduct periodic reviews of project progress and key deliverables, thereby independently validating the results of our analysis, assessments and recommendations. They are also available for consultation with team members as required throughout the project to provide insights and address issues.

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3.0   Factor 2: Management Approach

A large part of a Gartner relationship is the careful considerate management of client relationships and requests. Gartner values and promotes a collaborative, interactive environment and will work hand-in-hand to understand the evolving IT and business needs of GSA.

GSA will benefit from the Gartner Account Team's ability to facilitate relationships with analysts, consultants and executive leadership. Gartner is proud to offer an account support team that will continually monitor the needs at all levels of GSA's Organization. In addition, Gartner will periodically conduct status meetings and reviews to ensure GSA's needs are being met.

3.1   Approach to Providing Membership Services

The Project Management Plan (approach, timeline and tools) for this BPA is based on Gartner Management Methodology to ensure that GSA receives maximum value from Gartner Research and Advisory Services resources. This methodology establishes a key project management document called a "Value Plan." Gartner works to establish a Value Plan for each seatholder using the following process:

- Gartner will schedule meetings within seven days of contract award with GSA's Senior Leadership and users to review their initiatives and plan for the coming year and to build their individual and organizational Value Service Plans.
  - ❑ The Value Plan will specify the needs and challenges of GSA, agreed milestones by which Gartner will deliver particular services and/or supporting advice, plus regularly scheduled reviews with GSA users and stakeholders to ensure our activity is aligned with the most critical priorities of the organization.
  - ❑ Each Value Service Plan is a detailed outline of the executive's objectives, timelines and expectations.
- These Value Plans will continually be reviewed and updated throughout the year and will be used to provide the foundation for the monthly reports and quarterly Relationship Reviews with the COR and Senior Leadership.
- Gartner will be delivering directly to GSA and Gartner will not subcontract the delivery of the requested services.

In addition to Value Plans, Gartner account teams take the specific actions below to deliver the greatest value to Gartner delivers the greatest value for IT Research and Advisory Services:

- **Impact Assessments:** We use Impact Assessments as documented verification that Gartner delivers the value you expect, i.e., cost reduction, decision support, risk mitigation or any other hard dollar or soft-dollar return on investment (ROI) that you share with us. After we have created a Value Plan that captures the contextualized key initiatives and challenges for each user, on a quarterly basis, we will circle back to review not only where we delivered information and value, but also where we need to take additional action to satisfy the key initiatives, based on the value that you expect.
- **On-site Analyst Inquiry:** GSA will have opportunities to bring an analyst on-site to discuss a hot topic of your choice free of charge, in the form of a roundtable discussion. This "face time" with our analysts is invaluable; it provides the opportunity to sit down with an expert and discuss your most challenging key initiatives from both a business and technology perspective. Through these sessions, GSA can collaborate with the analyst, ask questions and establish next steps.

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Figure 2. Gartner is providing the following sample engagement plan to illustrate some of the ways that we plan to deliver value in the first 90 days
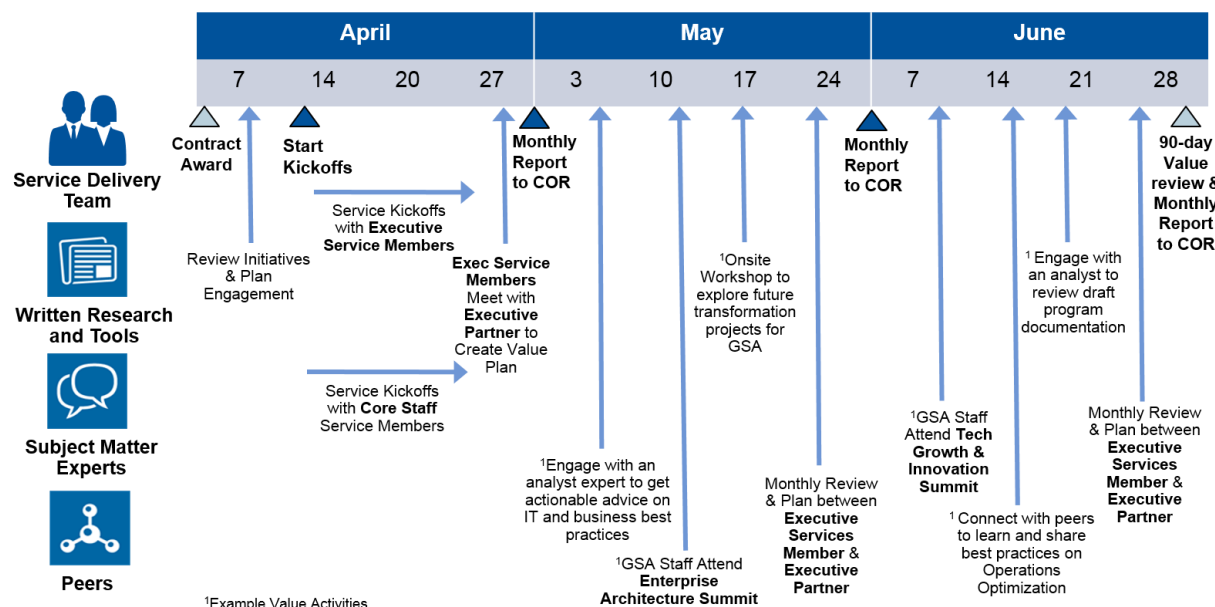
3.2   Approach for Fulfilling Analytical Services and Benchmarking Services

Gartner benchmarking and analytical services deliver unbiased comparisons of IT performance relative to peer organizations and those considered best in class. Gartner benchmark and analytical services compare the costs and resources of performing a given scope of IT activities against a peer group comprising similar organizations. Gartner delivers an unbiased comparison of an organization's performance relative to the peer average or against those considered best in class. By giving an organization insight into how its competitors are investing in IT to achieve results, benchmarking will allows GSA to systematically drive best-practice operations, lower total IT costs significantly, and achieve higher service levels and greater customer/client/partner satisfaction.

Benchmarks will help GSA assess its IT performance to ensure delivery of cost-effective and efficient IT services and identify opportunities for improving performance. Gartner benchmarks are individually configured, project-specific benchmarks that help support such IT challenges as growth planning, charging for IT services, budget validation, mergers and acquisitions, end-user satisfaction, application rationalization and the support of outsourced service contract evaluation. Benchmarking offers both a stake in the ground to determine where an enterprise is today and a future roadmap that shows where opportunities lie.

Specifically, Gartner benchmarking and analytical services will help GSA:

- Identify relative performance and gaps in services and solutions
- Compare their results with those of peer organizations and/or best practices
- Provide recommendations for improvement across a broad range of IT services
- Plan their IT budget with relevant facts and metrics to justify their IT spending and staffing costs
- Identify opportunities for cost optimization and investment prioritization
- Use data to improve dialogue and alignment with business units and the board

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■ Select the right mix of insourcing and outsourcing at fair-market prices and and competitive service levels

3.3   Staffing Plan and Approach

Gartner has a well-established and proven account management process that will be used as our staffing approach. The Gartner Account Team monitors the needs of GSA at all levels to maximize value delivered to all users. To ensure high responsiveness, Gartner's service level is to acknowledge all requests within a business day and hold urgent analyst inquiries in no more than two days. The Service Delivery team proactively support the Value Plan as described above and continually reaches out to GSA users to understand new initiatives and projects, identifies Gartner resources to support those projects and updates the plan as appropriate.

The Gartner Account Team meets twice a month to communicate GSA requirements and to proactively engage Gartner research and analysts, wherever needed. To ensure optimal alignment, the Area Manager and the Client Director will meet periodically with individual GSA executives, senior management, COR and sponsors that are both users and non-users to conduct status meetings and value reviews to reach consensus on future activities and make any course corrections. Gartner will offer GSA a focused team of support, led by our dedicated BPA Program Manager, ███████ based in Arlington, Virginia. The roles of the core account team and Key Personnel are described below. Gartner will assign specific resources to GSA at the task order level.

Area Manager — GSA Account Team Lead
The GSA Account Team is overseen by ██████████ who has ultimate responsibility for ensuring GSA is receiving the utmost value and responsiveness across all business areas within Gartner. ██████ core objective is to gain the most comprehensive understanding of GSA's needs and issues, and to provide GSA with the tools and knowledge needed to be successful in leveraging the wealth of Gartner insight. █████ has developed extensive knowledge and relationships to appropriately ensure that Gartner is providing the maximum value to the GSA partnership.

Senior Account Executive — Single Point of Contact
█████ is the single point of contact and is responsible for ensuring that the GSA organization has access to Gartner to explore research, support business and technology questions, maximize the use of Research and Advisory Services resources and ensure a continuous flow of the right information to GSA. ████ establishes individual relationships with each user to understand and build plans to continually provide Gartner insight, research and ad hoc support. He ensures that GSA senior leadership and management are continuously accessing Gartner research and analysts to understand the latest IT and business developments that support GSA initiatives and new, undefined projects.

Executive Partners — Senior Leadership Counsel and Sounding Board
Executive Partners provide strategic advice and consultation, decision support, and research synthesis on critical issues to GSA's Executive Program Members and their Delegates. They serve as a sounding board to the GSA's leadership team on pressing problems. Gartner Executive Partners bring deep IT industry experience and have extensive hands-on executive experience prior to Gartner including deep experience with federal government clients. They will provide strategic advice and consultation, decision support, and research synthesis on critical issues to

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GSA's Executive Program Members. They serve as a sounding board to GSA's leadership team on pressing problems. Gartner's Executive Programs Government Team includes more than ██ ███████████████████████████ with practical experience in both government and commercial environments, including:

- ████████████
- ████████████████████
- █████████████████
- ██████████████████ with a primary focus on government
- ███████████████████ with an ████████████████████████ ████████████████

Executive Client Manager — Access to Relevant Research and Analysts

The GSA executive client managers will facilitate access to relevant research and analysts for GSA's Executive Program members and delegates. The Executive Client Managers assigned to each task order establish individual relationships to understand and build plans to continually provide Gartner insight, research and ad hoc support to GSA senior leadership and management.

Client Partner — Highest Levels of Support and Value

GSA's dedicated client partner will ensure GSA's Core Research users receive the highest levels of support and value. The Client Partner regularly contacts named users (at a minimum on a quarterly basis) to understand their current key initiatives and ensure alignment of Gartner services.

Consulting Managing Partner — Consulting and Benchmarking Access

The GSA Consulting Managing Partner will ensure that consulting and benchmarking engagements are delivered on-time, within budget and with a level of quality that meets or exceeds GSA expectations. The Consulting Managing Partner will provide Gartner project oversight and will service as the primary point of contact for issue resolution as it relates to consulting and benchmarking engagements.

Our Client Director, ████████████ will be acting as the BPA Program Manager. His resume is provided below:

██████ ████████████

BPA Program Manager

████████████ is a Senior Account Executive at Gartner, and will be acting as BPA Program Manager. ████████████ has more than 10 years of experience supporting government clients. Prior to joining Gartner in March 2015, ████████████ worked for Esri as a National Account Manager and led efforts implementing enterprise geospatial software technology for national government agencies, including leading project managers and technical teams. He also led millions of dollars in business development for FRANdata Corporation, The Washington Post Company and their digital subsidiary, and for NetValue Inc.

████████████ holds a Bachelor's degree in Business Administration and Marketing.

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4.0 Factor 3: Corporate Experience

Gartner has the relevant past experience needed to support GSA and its requirements. Gartner supports more than ███████████████, including ████████████████ and more than █████████████████ Our office in Arlington, Virginia allows us to maintain local Federally-focused teams for Research, Consulting and Executive Programs. Our analysts, consultants and Executive Partners have deep government expertise and will leverage their collective experience to drive GSA's most critical initiatives and draw connections with other government clients.

Our government clients benefit from insights derived from client interactions in approximately ███████████████████ facilitated by our community of more than ████████ who engaged in over ██████████████████████ in the past year. Because we have ████████████████ than any of our competitors, we can make connections, understand patterns and discover trends that no other research firm can envision.

Gartner has been supporting the Federal Government with services identical or similar to this solicitation for more than 30 years, including more than ████████████████████ We are experienced in both performing on a BPA such as this one, and performing the individual task orders underneath it. We currently provide research and advisory services to multiple organizations within ██████████:

- ███
- ███████
- ███
- ██████
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- ███████

Federal Government Focus

Gartner is the only IT research and advisory firm with a true Federal Government focus. From our analysts to our research to our delivery, we bring a depth in Federal that cannot be matched. We contextualize Gartner research and specifically help our Federal clients **reduce cost**, **operate more effectively**, **mitigate risks** and **improve business outcomes**:

- **Dedicated Government Research Practice** — Only Gartner has a dedicated team of Government analysts who create Civilian and DoD-focused research on the most critical government topics, such as IT cost optimization and security. Our government analysts have an average of ██████████ ████████████████████████ and have successfully led critical and wide-reaching government initiatives.

- **Federal Mandate Compliance Support** — Gartner applies our best practice research to support our clients in implementing OMB mandates and other Federal regulations. We provide partners who contextualize our research into actionable advice to comply with mandates such as the Clinger-Cohen Act, the Federal Information Security Management Act (FISMA), the Information Quality

> **Deep Government Insight**
> - More than ██████████ and d█████████████ ████████ choose Gartner as a trusted advisor.
> - Gartner has worked with all department-level U.S. Federal agencies.
> - Gartner has more than 1███████████ ██████████████████ █████████████

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Act, the Privacy Act, the E-Government Act, the Federal Information Technology Acquisition Reform Act (FITARA) and more.

- **Federal Service Delivery Team —** Gartner has a dedicated government delivery team for each level of our client's organization. For instance, at the CIO and IT Executives level, we have government Executive Partners with 35 years of experience, who have been public sector CIOs, who have served for decades in active duty, who have successfully built and implemented crucial government strategies. These are the experts — available only through Gartner — that help our Government clients with their most critical decisions.

- **Federal Peer Networking —** Only Gartner can put more than ███████████████ at our clients' fingertips. Our clients have the unique ability to gain real-world insight — free of vendors or other agendas — from others facing the same challenges. In addition, Gartner can provide ███████████████ in other industries to help infuse commercial best practices into government initiatives.

- **Local Events and Capabilities —** In the era of declining travel budgets, Federal agencies need access to relevant local events. Gartner has a local presence in the Washington, D.C. metropolitan area that is unrivaled by our competitors. We offer local briefings on topics such as contract negotiation, vendor management, big data, private cloud and hybrid cloud, as well as local Summit events and executive briefings.

- **Dedication to Security —** We take the security of our clients' initiatives and data seriously. Gartner is the only IT research and advisory firm with a Top Secret facility clearance, a significant pool of cleared resources, and a full-time Security Officer who manages our clearances and our compliance. This is why our Federal clients trust Gartner with their most critical and classified programs.

Gartner's Unmatched Value

Additionally, Gartner's corporate experience and capabilities offer GSA value that cannot be matched by any of our competitors. We have an 85% client retention rate — the highest of any IT research and advisory firm — because we deliver the depth and breadth of coverage that our clients require. Table 2 details some of the ways that Gartner has delivered value to our clients, including GSA, in the past and can continue to in the future.

Table 2. Gartner's areas of distinction will deliver value to GSA that cannot be matched by any competitor

Area of Distinction	How Gartner has Delivered Unequaled Value*	Benefit to GSA
IT-Focused Research Analysts	- Gartner has ███████████ than any of our competitors — ███████████████ ███████████████ - Gartner analysts are subject matter experts in specific areas (e.g., mobile architecture, business process management), rather than generalists	Our numbers allow us to have analysts with specialized focus areas while still providing superior coverage for the full spectrum of IT topics and trends. In addition, ███████████████ ███████████████ enabling GSA to get answers to questions quickly.

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Area of Distinction	How Gartner has Delivered Unequaled Value*	Benefit to GSA
Online Research Database	- With over ██████████ Gartner has ███████ ██████████████ ███████████ we publish ███████ ███████████ - Each document has been reviewed within the last 18 months to ensure it is current and relevant to today's trends	GSA can be confident that Gartner research can support it going forward, not only with the number of topics it covers but also in the depth of each topic and the currency of the information.
Product and Vendor Evaluations	Gartner has at least ████████ ███████████ than our competitors, including: - Magic Quadrants and MarketScopes that provide market analysis in ██ ██████████ - Hype Cycles that track and monitor the commercial viability of ██ ██████████ ██ Vendor Ratings that assess all the different aspects of a technology provider	Comprehensive market coverage will enable GSA to reduce risk whenever critical procurement and investment decisions are at stake. Without access to data on vendor positions, the viability of evolving technologies, and the strength of technology providers, GSA may overlook a critical factor that may impact the technology and vendor selection process.
IT Key Metrics Data	Our clients have access to ███████ ██████████████ through **the world's largest IT benchmarking database** — with authoritative data to support staffing and investment levels as well as key technology cost and performance metrics.	This data can help GSA plan its IT budget with relevant facts and metrics to justify IT spending and staffing costs, as well as identify opportunities for cost optimization and investment prioritization. This will also lead to improved dialogue and alignment with business units and senior leadership.
Events	Gartner hosts at least ████████ █████████ annually with over ██ ███████████ at our flagship event than any competitor. Executives and IT managers experience information-packed sessions led by Gartner analysts. Also, Gartner Summit events are role-focused and provide depth of educational content. Gartner Symposium is the premier IT event in	In addition to presenting the latest research, these events are important opportunities for professional GSA staff and leadership development. Critical insight on emerging technologies, vendor negotiations and collaboration provide a ROI, not to mention the opportunity to connect with peers and share best practices.

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Area of Distinction	How Gartner has Delivered Unequaled Value*	Benefit to GSA
	the world with over ███████████ ██████████████████	
Educational and Networking Activities	Unlike our competitors, who provide limited teleconferences to licensed clients only, Gartner offers an average of ███████████████████ across a wide variety of topics to the entire organization. Gartner also provides local analyst briefings and networking events in the Washington, D.C. area and other locations across the U.S.	Complimentary Webinars and local briefings provide professional development and training opportunities that do not incur travel costs. Some Webinars are eligible for continuing education credits (CEU) for ISC2. This feature is exclusive to Gartner.
Document and Contract Reviews	Gartner analysts perform ██████ ████████████████████████ ███████████, and ████████████ ████████████ These services are **unmetered and free of charge** with the licenses being proposed for GSA.	Gartner provides vendor negotiation strategies and input on how to achieve cost avoidance. **This is only available through Gartner** with the depth of analyst experience and areas of coverage. ████████████████ ████████████████████ ███████████████████

* All competitive statistics are public information and were derived from sources such as corporate websites, corporate earnings calls, corporate investor presentations and SEC filings.

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Any questions regarding this proposal should be addressed to:

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